Ministry of
Community, Sport and Cultural Development

2015/16 – 2017/18
SERVICE PLAN

February 2015

BRITISH
COLUMBIA

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Minister
Accountability Statement

The *Ministry of Community, Sport and Cultural Development 2015/16 - 2017/18 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
February 5, 2015

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports needed to make B.C. communities great places to live, work, visit and invest. The ministry supports local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

The following Crown corporations, agencies, boards and commissions overseen by the ministry are integral in achieving the ministry's mission: the Royal BC Museum, the BC Assessment Authority, the BC Arts Council, the BC Games Society, the Board of Examiners, the Islands Trust Fund Board, and the Property Assessment Appeal Board. The ministry also oversees the BC Athletic Commissioner, the University Endowment Lands, administers the annual Property Assessment Review Panel process and provides secretariat support to the Audit Council for the Auditor General for Local Government.

In addition, the ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: the Municipal Finance Authority; the Local Government Management Association; the Government Finance Officers Association; the Municipal Insurance Association and the Union of British Columbia Municipalities.

The effective delivery of the ministry's mandate relies on key legislation, including: the *Local Government Act*, the *Community Charter*, the *Vancouver Charter*, the *Arts Council Act*, the *Assessment Act*, the *Gaming Control Act* and the *Athletic Commissioner Act*.

Strategic Direction and Context

Strategic Direction

The Minister's mandate letter from the Premier, dated June 10, 2014, outlines key expectations for the ministry such as the development of the next phase of local government election reforms, including the implementation of expense limits, a plan to grow the province's creative economy and workforce, and balancing the ministry's budget. In addition, the ministry is working collaboratively with key partners on essential projects that will benefit B.C.'s communities including: identifying impacts and opportunities in communities where LNG facilities will be based; implementing the New Building Canada Fund infrastructure program; ensuring that cultural assets are being maximized to drive tourism opportunities in British Columbia; creating and implementing the Rural Dividend; and pursuing shared initiatives related to the Taxpayer Accountability Principles.

The ministry is also working on growing sport participation, sustaining and enhancing B.C.'s tradition

of sport excellence and maintaining the province's reputation as a premier sports event destination. For example, through the Hosting BC program the ministry supports a wide range of regional sport events that take place at locations across the province. Hosting these types of events brings significant social and economic benefits that flow to communities across B.C. To encourage hosting activities and events and to fulfill the minister's mandate letter commitment, the ministry is working in partnership with the Ministry of Jobs Tourism and Skills Training to develop a 5-year provincial hosting program.

Government's *Canada Starts Here: BC Jobs Plan* outlines the priorities for achieving economic growth and prosperity in key sectors, such as technology, mining, agrifoods and liquefied natural gas. The Conference Board of Canada forecasts that B.C. will be among the top three provinces for economic growth and job creation in 2015. The ministry plays an important role in helping local governments prepare for this economic growth and be ready to provide services, core infrastructure and cultural and sporting opportunities within their communities over the next generation.

In addition, the framework provided by government in the Taxpayer Accountability Principles serves to support the standards of fiscal responsibility and transparency adhered to by the ministry and associated agencies, boards and commissions.

Strategic Context

British Columbia is a vibrant and diverse province with a wealth of natural and human resources where British Columbians enjoy a rich quality of life. The Government of British Columbia is working to strengthen the economy and create more jobs to secure the future for its citizens. Shifting global markets and changing environmental dynamics have resulted in challenges for many of B.C.'s communities, including diminished local government tax revenues from industrial downsizing. In other parts of the province, communities are responding to the demands and opportunities stemming from increased industrial growth such as development of B.C.'s liquefied natural gas industry.

The Economic Forecast Council expects British Columbia's real GDP to grow by 2.6 per cent in 2015 and 2.8 per cent in 2016. Downside risks to BC's economic outlook include the potential for a slowdown in domestic and US activity, ongoing fragility in Europe, and slower than anticipated Asian demand. Additional risks include a fluctuating Canadian dollar and weak inflation, in part due to lower oil prices.

Growing B.C.'s creative economy and workforce are key priorities for the ministry. Government is committed to fostering cultural opportunities that foster the social well-being of its communities, citizens, and contribute to our cities and towns remaining vibrant places to visit, live, and work. There is an opportunity for continued growth of B.C.'s creative economy and workforce through the enhancement of existing programs, as well as incorporating new areas of development, including targeted investment in the sector as well as the promotion of cultural assets in the tourism sector.

A robust sport system helps British Columbians of all ages, abilities and backgrounds enjoy the health and social benefits of active lifestyles in communities across B.C. Provincial funding supports a network of organizations, local governments, educational institutions, facilities, coaches, leaders, officials and volunteers that helps sport to flourish in British Columbia.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the ministry's goals and objectives for the 2015/16 – 2017/18 fiscal years and identifies key strategies the ministry intends to pursue to achieve them.

Goal 1: Communities and regions are effectively governed.

Objective 1.1: A sound governance system that balances local government autonomy and provincial responsibilities for the benefit of citizens.

Strategies

- Review and monitor the policy, legislative and regulatory framework and propose changes, so that local governments can govern effectively and meet citizens' needs. Included in these efforts will be the development of the next phase of local government election reforms, including the implementation of expense limits, targeted for use in the 2018 local government elections.
- Encourage citizen-local government engagement in decision-making. This includes providing advice and resolving problems on governance, finance, land use and other matters of interest to citizens, developing public information and furthering education with partner-organizations.
- Support communities in assessing/changing local government structure by contributing to a shared understanding about the facts and implications of proposed restructuring.
- Work to ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.
- Assist local governments in building respectful relationships with First Nations.

Objective 1.2: Local governments are able to meet the service needs of their residents.

Strategies

- Enable local governments to maintain core human resource capacity by providing stable, predictable and timely funding to small and medium sized local governments through the administration of Small Community and Regional District Grants.
- Facilitate infrastructure funding to enable local governments to provide services to residents and create the conditions needed for economic growth.

- Provide targeted funding for policing, crime prevention and community safety by returning net traffic fine revenues to local governments.
- Support local governments to make effective, integrated and collaborative service provision choices.
- Encourage strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities.
- Partner with organizations such as Asset Management BC, Government Finance Officers Association of BC, Local Government Leadership Academy, Local Government Management Association, Planning Institute of BC, and the Union of British Columbia Municipalities to educate and build capacity in local governments.

Performance Measure 1: Number of municipalities collecting at least 90 per cent of their current year taxes.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	154	155	155	155

Data Source: Local governments provide the ministry with their financial data at the end of their fiscal year. The ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 162 municipalities in B.C. in 2014.

Discussion

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide key services to their residents. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the ministry is able to focus efforts on communities that may need guidance to assess their financial capacity and address challenges. For example, recent guidance on community amenity contributions helps communities to identify specific needs for infrastructure and amenities as a result of growth and negotiate fair and reasonable contributions from developers at rezoning to provide such benefits.

Performance Measure 2: Local governments' ability to obtain low-cost, long-term capital financing.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Municipal Finance Authority's Credit Rating.	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority.

Discussion

The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial well-being of local governments throughout B.C. by acting as a collective borrowing agency for all B.C. local governments. Borrowings are backed by the assets of all local governments. This ensures low cost financing is available to all local governments.

The ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through: the administration of the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization bylaws; setting financial reporting requirements; and ensuring local government financial data is available to the MFA and the financial community.

Objective 1.3: Local governments support a positive environment for business and economic development.

Strategies

- Work with partners to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encourage local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promote the reduction of "red tape" to decrease the regulatory burden on citizens and business.
- Work with the Ministry of Jobs, Tourism and Skills Training to assist local governments in their efforts to create and implement economic development strategies, policies and actions.

Goal 2: Communities and regions are vibrant and sustainable.

Objective 2.1: Communities benefit from the long-term economic, regional and social opportunities that emerge from major industrial growth, including liquefied natural gas.

Strategies

- Assist local governments to build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Build a framework that can serve to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province.

Objective 2.2: Communities have effective water and waste management.

Strategies

- Provide targeted funding to local governments to help them achieve provincial water and waste management objectives.
- Provide tools and resources to local governments to assist them in conserving and protecting water resources.
- Encourage local governments to use liquid and solid waste as a resource and maximize the recovery value.

- Promote the use of the best, lowest life-cycle cost approaches for local government infrastructure projects.

Performance Measure 3: Percentage of British Columbians served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of British Columbians[1] served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality.[2]	59.6%	Maintain or improve	Maintain or improve[3]	Maintain or improve[3]

Data Source: Contractual requirements between the Province and grant recipients.

[1] Population percentages are calculated using BC Stats projections and are updated on an annual basis using: http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx.

[2] This measure estimates the percentage of the provincial population served by systems meeting emerging standards. The ministry does not collect data relating to communities served by private systems.

[3] The New Building Canada Fund – Small Communities Fund applications for the first intake phase will be accepted to February 18, 2015. Up to 50% of the program funds will be allocated for this intake. Remaining funds will be allocated through future intakes.

Discussion

Regional health authorities in British Columbia are encouraging service providers to meet emerging water treatment standards in order to achieve increased certainty about drinking water quality. The ministry has provided funding for local governments to upgrade their existing water treatment facilities or construct new ones to help meet the emerging water treatment standards under the Building Canada Fund – Communities Component. In October 2014, the federal and provincial government announced the New Building Canada Fund – Small Communities Fund to help faciliate on-going improvements to local government infrastucture. It is anticipated that funding announcements will be made in the fall 2015. This measure/targets may be updated at that time to reflect the new projects approved and anticipated construction progress and completion dates.

Objective 2.3: Local governments are implementing strategies to improve community sustainability.

Strategies

- Update ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits.
- Provide guidance, advice and tools to help local governments meet their commitments under the *British Columbia Climate Action Charter*.
- Encourage local governments to facilitate the development of more affordable market housing options near transit.

- In partnership with the Federal Government and the Union of British Columbia Municipalities, continue to implement the Federal Gas Tax Transfer Fund that came into effect on April 1, 2014.
- Provide tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promote the effective development, adoption and implementation of Regional Growth Strategies by providing advice throughout the process and assistance for resolving disputes.
- In partnership with the Ministry of Transportation and Infrastructure the New Building Canada-Small Communities Fund Program, a joint federal/provincial infrastructure funding program, was launched and will assist communities in implementing priority infrastructure projects that support sustainable service delivery.

Performance Measure 4: Percentage of local governments taking action to reduce their carbon footprint.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of local governments taking action to reduce their carbon footprint.	90%	96%	96%	96%

Data Source: Local governments' annual Climate Action Revenue Incentive Program reports.

Discussion

Actions taken by local governments to increase energy efficiency or reduce their corporate and community-wide greenhouse gas (GHG) emissions are key to creating sustainable communities and regions. Local governments are also using their planning tools and making more sustainable land use decisions to create complete, compact communities and regions with more diverse housing and transportation choices in an effort to help reduce their carbon footprint.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric.

Objective 3.1: Creative people, places, and experiences exist throughout B.C.

Strategies

- Work to ensure that B.C.'s cultural assets are maximized to drive tourism opportunities.
- Identify opportunities to grow B.C.'s creative economy and creative workforce.
- Raise awareness within B.C. of the importance of a creative environment and how it [helps create a strong foundation for our communities and] contributes to innovation and economic growth.
- Support opportunities for youth to be engaged in civic life and their communities.

Objective 3.2: The next generation of skilled workers are creative, collaborative and innovative thinkers.

Strategies

- Build on existing expertise in the creative sector and fund projects that support new, innovative approaches to youth engagement in the arts through BC Creative Futures, a strategy for sustainable, long-term success in the province's creative sector.
- Prepare our children and youth to excel in the knowledge-based economy through training skilled workers who will be creative, collaborative and innovative thinkers in alignment with the B.C. Skills for Jobs Blueprint.

Objective 3.3: British Columbia's arts and culture sector is vibrant, resilient and recognized for artistic excellence.

Strategies

- Foster artistic excellence in all art forms and practices.
- Strengthen engagement in the arts.
- Support the richness of Aboriginal artists and communities in British Columbia.
- Develop the artistic and adaptive capacity of the arts and culture sector in British Columbia.
- Engage audiences and artists reflective of the diverse demographics of the province.

Community Gaming Grants

The Ministry invests in a healthy not-for-profit sector through Community Gaming Grants that are distributed to not-for-profit organizations in communities throughout British Columbia that deliver programs and services providing significant community benefit.

The impact of gaming funds on communities is profound, since many of the 5000+ organizations supported through Gaming deliver front line services that enhance community development, civic pride and social cohesion.

Performance Measure 5: Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.	TBC	64%	Maintain or improve	Maintain or improve

Data Source: Canadian Arts Database.

Discussion

This measure is an indicator of the health of the sector as a whole and reflects the financial stability of arts and cultural organizations in the province. Each year financial results from 25 major cultural

organizations are sampled to compare the net financial position of the current year to the previous year's net financial position. The percentage of organizations that have maintained or improved their position is calculated on that basis.

Performance Measure 6: Geographic reach of BC Arts Council funding.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Number of communities and regional districts where cultural and artistic activities are supported with BC Arts Council funding.[1]	TBC	More than 200 communities; 27 Regional Districts	More than 200 communities; 27 Regional Districts	More than 200 communities; 27 Regional Districts

Data Source: BC Arts Council.

[1] For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

Discussion

The BC Arts Council's mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. This measure indicates the degree of the Council's success in being inclusive of all British Columbians, regardless of whether they live in rural areas, small cities or large urban centers.

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement.

Objective 4.1: Individuals have more opportunities to participate in sport in order to be more physically active, healthier and achieve their personal goals.

Strategies

- Promote opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs, services and organizations (e.g. provincial and multi-sport organizations).
- Provide support to initiatives that reduce geographic, financial and other barriers to participation in physical activity and sport excellence (e.g. Accessibility 2024's inclusive communities initiatives).
- Improve health and educational outcomes for children through school-based and community sport.
- Increase coach and leadership development opportunities and support organizations and programs that promote safe experiences and skill development in sport.
- Work with the provincial sport sector to streamline administrative services to create savings available for reinvestment into community programming.

Objective 4.2: Athletes have more opportunities to achieve excellence in sport to inspire greater participation in their home communities.

Strategies

- Support B.C.'s elite athletes at all levels in their pursuit of excellence, in national and international level events.
- Help B.C. athletes excel by providing resources to athletes at various points in their development (e.g. provincial and regional coaching, sport science expertise).

Performance Measure 7: Percentage of B.C. athletes on national teams.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of B.C. athletes on national teams.[1]	34.8%	greater than 25%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific.

[1] National teams include those athletes who represent Canada at events such as Olympic, Paralympic, or Commonwealth Games and/or World Championships or who are supported through the Sport Canada Athlete Assistance Program (AAP) in the current year. More than 25% of national team members are BC athletes; this proportion is almost double that of B.C.'s per capita share (13%) of Canada's population. Sports included in the measure are those that have been targeted for enhanced performance support funding (19 sports in 2014/15). Other indicators related to this measure that will be monitored are the number of BC Games and Team BC athletes on national teams; medals won at Games and world championships; Team BC performance at Canada, Western Summer Canada, and North American Indigenous Games; as well as the number of coaches and athletes benefitting from the Integrated Performance System.

Discussion

B.C. athletes inspire. The Province's role is to help develop the next generation of sport stars through investments in the athlete and coach performance pathway from high school championships and the BC Games; to the Canada games, Western Canada Summer Games and national championships; and through a partnership with Own the Podium to support Olympic and Paralympic level athletes and coaches training in British Columbia.

As B.C. plays host to the 2015 FIFA Women's World Cup of Soccer, the Canadian team which won Canada's first Olympic team medal since 1936, will have a home pitch advantage and inspire British Columbians of all ages and abilities to participate and excel in sport.

Objective 4.3: Major events support sport, economic and community development.

Strategies

- Work with the Ministry of Jobs, Tourism and Skills Training to implement a new 5-year sport-hosting strategy to attract more marquee events to British Columbia.

- Invest in major hosting opportunities, such as the BC Games, the 2015 FIFA Women's World Cup of Soccer, the 2016 Wheelchair Rugby World Championships, the 2016 Women's Fastpitch Championships and the 2016 World Women's Hockey Championships.
- Support a wide range of regional sport events province-wide through the Hosting BC program that bring significant social and economic benefits to communities across B.C.
- Monitor the outcomes of showcasing provincial northern job opportunities during 2015 Canada Winter Games (February 2015) to assess how major sport, arts and culture events may be an efficient and effective promotional tool to help create awareness, attract jobs, new business and tourists to British Columbia.

BC Athletic Commissioner

The BC Athletic Commissioner (BCAC) is an independent office that oversees the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

The BCAC provides a centralized regulatory body for safety standards and a consistent licensing and permitting framework for combat sport events.

Resource Summary

Core Business Area	2014/15 Restated Estimates [1]	2015/16 Estimates [2]	2016/17 Plan	2017/18 Plan
Operating Expenses ($000)				
Local Government [3]	143,565	148,607	178,637	183,698
Integrated Policy, Legislation and Operations	2,779	2,789	2,797	2,812
Arts, Culture, Gaming Grants and Sport [4]	46,683	46,705	46,720	46,752
Transfers to Crown Corporations and Agencies	11,866	11,866	11,866	11,866
Executive and Support Services	5,825	5,861	5,888	5,940
Ministry Totals	**210,718**	**215,828**	**245,908**	**251,068**
Special Accounts				
BC Arts and Culture Endowment special account	2,500	2,500	2,500	2,500
Physical Fitness and Amateur Sports Fund	1,700	1,700	1,700	1,700
University Endowment Lands Administration Account	6,442	8,442	8,442	8,442
Total	**221,360**	**228,470**	**258,550**	**263,710**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services				
Total	**833**	**1,288**	**2**	**2**

[1] For comparative purposes, amounts shown for 2014/15 have been restated to be consistent with the presentation of the *2015/16 Estimates*.
[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.
[3] Local Government includes University Endowment Lands (UEL), Assessment Services, and Assessment Policy and Support.
[4] Arts, Culture, Gaming Grants and Sport includes $135M for Community Gaming Grants and ($135M) of offsetting Recoveries.
*All amounts exclude approved access to Contingencies.

Appendices

Appendix A: Ministry Contact Information

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Further information on the various programs and services provided by the Ministry of Community, Sport and Cultural Development can be found at www.gov.bc.ca/cscd/.

To contact a specific person or program in the Ministry of Community, Sport and Cultural Development, please refer to the B.C. Government Directory.

Appendix B: Hyperlinks to Additional Information

Local Government Resources
Model Well Regulation Bylaws
Implementation Guide
Community Amenity Contributions: Balancing Community Planning, Public Benefits and Housing Affordability
Development Permit Areas for Climate Action: A Guide for Energy Conservation, Water Conservation and GHG Emissions Reduction
Water Conservation Calculator
Action Plan for Safe Drinking Water in B.C.
Living Water Smart,
Drinking Water Protection Act,
Municipal Wastewater Regulation
Liquid Waste Management Planning
Integrated Resource Recovery Guide

Arts and Culture
BC Arts Council

Community Gaming Grants
Community Gaming Grants

Sports
BC Soccer Association
BC Seniors Games Society (55+ BC Games)
BC Blind Sports and Recreation Association
KidSport BC™
After-School Sport and Arts Initiative
Sport Participation Program

Auditor General for Local Government
The Auditor General for Local Government is an independent office established by the Province of British Columbia through legislation.

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